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ABSTRACT

This bibliography contains a selection of recent references on women in management, primarily books and articles published from 1975 to the present, though some older items are also included. The bibliography is divided into four areas. General bibliographies, books, pamphlets, articles, papers, and information bank abstracts about women in management are found in the first section. The second section includes references concerning the development, training, and recruitment of women managers. Section 3 provides references for general information on women in business and also on the smaller topic areas of women in banking and women on boards of directors. The final section contains references for materials on women in education. Each citation includes author(s), title, bibliographic information, and a brief description about, or quote from, the document. A short description of the several data bases used in this compilation is also included. (CT)

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Women in Management; Selected Recent References

U.S. Department of Labor
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February 1978

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PREFACE

This bibliography contains a selection of recent references on women in management, primarily books and articles published from 1975 to the present. Some older items have been included that appeared to be particularly relevant, although a comprehensive search of older material was not made.

The citations were taken from the card catalog of the Department of Labor Library, and from printed periodical indexes, including PAIS, Work Related Abstracts, Personnel Management Abstracts, Business Periodicals Index and Readers' Guide. In addition, searches were made of the electronic data bases of Bibliographic Retrieval Services and The Information Bank.

Many of the references cited were examined to ensure pertinence and to provide annotations; however it was not possible to do this in every case. Some are included solely on the basis of citations in the various sources.

Call numbers given are those of the Labor Department Library. Many of the books and articles cited would also be available in large public or university libraries.

References taken from the electronic data banks usually include a condensation of the abstract that was provided by the data bank. An explanation of the notations used with the abstracts follows:

> ERIC--(Educational Resources Information Center) is a data base produced by the National Institute of Education, U.S. Dept. of Health, Education, and Welfare. "ED" numbers given reports and documents from the ERIC data base are identification and order numbers; for complete order information, write to ERIC Document Reproduction Service, P.O. Box 190, Arlington, Virginia 22210. "EJ" numbers indicate journal articles. Most of the journal articles listed are available to Department of Labor employees in the Department Library.

INFORM--A privately produced data base indexing magazine articles on management, business, and personnel subjects.

INFORMATION BANK--Data base produced by the New York Times Company, indexing over 60 newspapers and general magazines.

Complete abstracts for references from the data banks are available in the Bibliography Office of the Library and can be seen upon request. Complete texts of many of the magazine articles are also available in the Library's periodicals collection.

Many of the Information Bank abstracts are based on articles in the New York Times or the Wall Street Journal. Full texts of articles from these newspapers can be seen on microfilm in the Library.

This bibliography was prepared by JoAnne Yarborough.

WOMEN IN MANAGEMENT

Selected Recent References

CONTENTS

	Page
Preface	i
General	
Bibliographies	1
Books	1
Articles and Papers	5
Women Managers--Development, Training, and Recruitment	13
Women in Business	
General	18
Women in Banking	25
Women on Boards of Directors	26
Women in Education	28

WOMEN IN MANAGEMENT

Selected References

Bibliographies

Business and Professional Women's Foundation. Women executives; a selected and annotated bibliography. Washington [1970] 26 p. Z7961.B85
Updated version of Women in positions at managerial, administrative and executive levels, published by the Foundation in 1966.
An annotated bibliography of 94 books, pamphlets, reports, theses, articles and microfilms on women executives, all of which are located in the Foundation's library.

Ontario. Ministry of Labour. Research Library. Women in management. Ottawa, 1975. Vertical File

Pask, Judith M., comp. The emerging role of women in management: a bibliography. West Lafayette, Ind., Krannert Graduate School of Industrial Administration, Purdue University, 1976. 49 p. Z7963.E737
Materials included are "limited to those dealing with women managers in the business world. Similar activities of women in other fields as engineering, science, education and library service have been excluded." Divided into two parts: part I--arranged by publication format; part II--arranged by broad subject groupings.

Phelps, Ann T. [and others] New career options for women: a selected annotated bibliography. New York, Human Science Press [1977] 144 p. Z5814.V5P47

Rader, Hannelore. Women in higher education administration. Annotated bibliography. Washington, National Association for Women Deans, Administrators and Counselors, 1976. 10 p.
"This annotated bibliography covers the period from 1969 to 1975, although some older items are included because of their particular relevance. Many of the articles are summaries of studies and surveys of women administrators. ..."--ERIC abstract (ED 139341)

General--Books and Pamphlets

Basil, Douglas C. Women in management. New York, Dunellen [1972] 124 p.
Bibliography: p.121-124. HD6095.B36
Study designed to determine the specific barriers to the promotion of women into managerial positions.

Bird, Caroline. Enterprising women. New York, Norton, c1976. 256 p. HQ1410.B57
"A Bicentennial project of the Business and Professional Women's Foundation."

General--Books--Continued

Bureau of National Affairs, Washington, D.C. Women and minorities in management and in personnel management. [Washington] 1971. 32 p. (Its Personnel policies forum survey no.96) T59.B892 no.96

Contains results of a survey of 163 companies to ascertain the status of women and minorities in management positions. Included are first-hand experiences, opinions and suggestions that might be helpful to other personnel executives who want to encourage women and minorities to achieve higher level positions in management and personnel management.

Burrow, Martha G. Women: a worldwide view of their management development needs. New York, AMACOM, c1976. 21 p. HD6053.B85

A special report to AMA members.

A report on a study being conducted by author to assert the training and development needs of women managers.

Conference on Women's Challenge to Management, Arden House, 1971. Corporate lib: women's challenge to management. Edited by Eli Ginzberg and Alice M. Yohalem. Baltimore, Johns Hopkins University Press [1973] 153 p. (Policy studies in employment and welfare, no.17) HD6095.C59 1971

Sponsored by the executive programs of the Graduate School of Business, Columbia University.

Bibliography: p.153.

Contains principal papers prepared for delivery at the conference on Women's Challenge to Management at Arden House in 1971.

Dunlap, Jan. Personal and professional success for women. Englewood Cliffs, N.J., Prentice-Hall [1972] 205 p. T174.D85

Gordon, Francine E. and Myra N. Strober, eds. Bringing women into management. New York, McGraw-Hill [1975] 168 p.

Based on a conference held Apr. 18, 1974 at the Stanford University Graduate School of Business.

"Intended to encourage and assist top management into bringing more women into upper management positions, the document provides an intellectual understanding of the issues..." --ERIC abstract.

Hennig, Margaret and Anne Jardim. The managerial woman. Garden City, N.Y., Anchor Press/ Doubleday, 1977. 221 p. HD6095.H45

The authors tackle the issue of women in a "man's world" without attacking either sex. Their analysis is based on interviews with men and women in management, and presents a strong case that "men and women must change before the male corporate world can become a people's place to work."--Review in Monthly labor review, Dec. 1977, p.74.

Higginson, Margaret V. and Thomas L. Quick. The ambitious woman's guide to a successful career. New York, AMACOM [1975] 230 p. HD6095.H54

Bibliography: p.224.

"...teaches women strategies needed to reach upper level organizational jobs and when there, how to handle jobs; ... book's thesis is that women have to work harder, and be smarter and more aggressive, alert, and determined than male counterparts."--Information bank abstract.

General--Books--Continued

Jewell, Donald O., ed. Women and management: an expanding role. Atlanta, Georgia State University, School of Business Administration, 1977. 413 p.

Jongeward, Dorothy. Women as winners: transactional analysis for personal growth. Reading, Mass., Addison-Wesley, c1976. 318 p.

Kahne, Hilda. Women in management; strategy for increase. Excerpt from, Statement to the Advisory Committee on the "Economic Role of Women," Council of Economic Advisors. Washington, Business and Professional Women's Foundation [1974] 11 p. HD6095.K29

Killian, Ray A. The working woman; a male manager's view. New York, American Management Association, c1971. 214 p.

Krantz, Harry. The participatory bureaucracy; women and minorities in a more representative public service. Lexington, Mass., Lexington Book Co., c1976. 244 p. JK765.K72

Loring, Rosalind K. and Theodora Wells. Breakthrough: women into management. New York, Van Nostrand Reinhold Co. [1972] 202 p. HD6095.L82
"...focuses on the many factors involved in recruiting, employing, training and advancing more women into higher management positions..."

Lynch, Edith M. The executive suite--feminine style. New York, AMACOM [1973] 258 p. Bibliography: p.257-258. HD6095.L9
"The author provides the reader an inside look at women's roles in management by selecting ninety-five women in management as a sample to gather research on women executives through questionnaires, personal talks, and formal interviews..."--ERIC abstract.

Meyer, Herbert H. and Mary D. Lee. Moving women into male jobs. New York, Management Resources Inc. [1977?] 165 p.
"A new investigative report that takes you inside ten major companies that have pioneered in Affirmative Action programs. ... reactions from personal interviews with more than 160 promoted women. ..."--Publisher's announcement.

Mitchell, Joyce S. I can be anything; careers and colleges for young women. New York, College Entrance Examination Board, 1975. 256 p. HD6053.M56

Molloy, John T. The woman's dress for success book. Chicago, Follett, c1977. 189 p.
Gives descriptions of the kinds of clothing and accessories that denote authority, competence, and importance.

New life options; the working woman's resource book, [edited by] Rosalind K. Loring and Herbert A. Otto. New York, McGraw-Hill, c1976. 487 p. HD6095.N435

General--Books--Continued

Parker, Sidney R. The yin and yang: do women managers have the best of both worlds? A comparative study of the masculinity and femininity of managers. Baton Rouge, 1976. 104 p.
Thesis - Louisiana State University and Agricultural and Mechanical College.
Abstracted in Dissertation abstracts international, 1976, v.37, no.6, p.3132B.

Patterson, Reginald A. Women in management: an experimental study of the effects of sex and marital status on job performance ratings, promotability ratings, and promotion decisions. Minneapolis, 1975. 125 p.
Thesis - University of Minnesota.
Abstracted in Dissertation abstracts international, 1975, v.36, no.6, p.3108B.

Perlman, Lynn. The management of hostility in female-led vs. male-led study groups: the fear of women. New York, 1977. 85 p.
Thesis - City University of New York.
Abstracted in Dissertation abstracts international, 1977, v.38, no.3, p.1414B.

Political and Economic Planning. Women in top jobs: four studies in achievement. London, Allen & Unwin, 1971. 328 p. HD6137.P67
"The four studies published together here form part of a larger project on women's prospects in higher professional and managerial work, and related aspects of family life..." --p.13.

Rogalin, Wilma and Arthur R. Pell. Women's guide to management positions. New York, Simon & Schuster [1975] 149 p. HD6095.R58

Schwartz, Eleanor B. An evaluation of the application and implementation of Title VII as it applies to women in management. Atlanta, Ga., 1969. 251 p.
Thesis - Georgia State University.
Abstracted in Dissertation abstracts international, Apr. 1970, v.30, no.10, p.4080A.
"...Specific objectives of this study are to (1) determine the degree of discrimination against women in management, (2) determine the factors which created the need for a federal law prohibiting discrimination based on sex, (3) evaluate the effectiveness of Title VII... (6) define the problems that stand in the way of fuller utilization of women in management..."

Selvidge, Norma J. Communication of influence: management style of women executives. Austin, Tex., 1977. 285 p.
Thesis - University of Texas at Austin.
Abstracted in Dissertation abstracts international, Nov. 1977, v.38, no.5, p.2418A.
Women in executive positions were studied for the purpose of "identifying variables affecting the communication of influence."

Stead, Bette Ann, comp. Women in management. Englewood Cliffs, N.J., Prentice-Hall, c1978.

Trahey, Jane. Jane Trahey on women and power: who's got it? How to get it? New York, Rawson Associates, 1977. 265 p.

General--Articles and Papers

Adickes, Sandra. Leadership styles: do women have to act like men? (In Community college frontiers, Spring 1977, v.5, p.12-15)
"Women must seek leadership roles and assist other women into positions of power. They must create an alternate leadership style that brings a humane perspective to college administration."--ERIC abstract. (EJ162653)

Alpert, Dee E. Accepting the aggressive female executive. (In MBA (Masters in business administration) Feb. 1976, v.10, p.25+)
"Men allow men to be gentle, loving family men on the one hand and tough, no-nonsense businessmen on the other. So why do they insist on seeing women solely as wife-mother-lover? The fact that they maintain this view of working women amuses and distresses the author, who pleads that men be more businesslike toward women."--Personnel management abstracts, Summer 1976, p.4.

Barnes, Marian and Sheribel Rothenburg. The search for women managers--fiction or reality. (In Employee relations law journal, Autumn 1975, v.1, p.280-292)
"Much publicity has been given to industry's widespread and intensive search for women managers and executors. The twin impressions conveyed are that few women have the required competence, and that it is very difficult to find them. ... There is a positive duty to induce and invite women's presence in managerial places."--INFORM abstract.

Baron, Alma S. and Elton T. Reeves. How effective has affirmative action been? (In Personnel administrator, Jan. 1977, v.22, p.47-49)
"Sample of women managers rate impact of affirmative action on their careers with younger women noting greater degree of change."--Work related abstracts, 1977.

Bartol, Kathryn M. and Robert A. Bartol. Women in managerial and professional positions: the U.S. and the Soviet Union. (In Industrial and labor relations review, July 1975, v.28 p.524-534)
"Women in the Soviet Union have made considerably greater progress than American women in professional positions, but less in managerial occupations. Many employment problems persist for Soviet women workers. The USSR perhaps has been overated as a model of employment equality."--Personnel management abstracts, Winter 1975, p.5.

Berry, Dick. As women move into management. (In Manage, May/June 1977, v.29, p.10-13)
"With the changing emphasis on female role relationships, more women are entering the male world of management. In order for women to move to top executive positions, studies have revealed that most women need a male mentor. ... But when a male executive becomes a mentor for a woman, often suspicions arise, ... For women to be successful there needs to be a program involving the company as a whole, ..."--INFORM abstract.

Burgen, M. Problems of women bosses. (In Ebony, Nov. 1977, v.33, p.94+)

Burke, R.J. and T. Weir. Readying the sexes for women in management. (In Business horizons, June 1977, v.20, p.30-35)
Describes special courses and workshops designed by York University to prepare both sexes for special problems that can arise when men and women meet as equals in management.

General--Articles--Continued

Carlson, Elliot. A woman's place. (In Newsweek, Apr. 21, 1975, v.85, p.82)
Article on the gradual increase in number of women executives of major corporations; prominent women who have gained such positions, including Joan Cooney, Martha Griffiths, Dinah Shore, Patricia Harris, Juanita Kreps and others, are discussed.

The changing face of management: women as a managerial resource. (In Atlanta economic review, Mar./Apr. 1976 (whole issue))
Includes 11 articles covering history; current status report on legal, cultural, social, and attitudinal aspects; future trends; and a discussion of what management can do to make use of women as a resource.

Chapman, J. Brad and Fred Luthans. The female leadership dilemma. (In Public personnel management, May/June 1975, v.4, p.173-179)
"The solution to the female leadership dilemma is not just one of placing more females in responsible management positions. Instead, the longer-run solution to the female leadership dilemma involves new thinking and specific programs in the areas of recruitment, selection, placement, training and organizational-development. ..."--INFORM abstract.

Cook, Suzanne M.H. Personal value profile of selected women executives. Lubbock, Tex., 1973. 384 p.
Thesis - Texas Tech University.
Abstracted in Dissertation abstracts international, July 1974, v.35, no.1, p.26A.
"The primary thrust of this research study was to investigate the area of personal values to gain further understanding for integration of the female executive into the structured world of the male executive."

Defichy, Wendy. Affirmative action: equal opportunity for women in library management. (In College and research libraries, May 1973, v.34, p.195-201)
"Women can achieve equal opportunity in library management through affirmative action committees. Several steps are suggested..."--ERIC abstract (EJ080090)

Double standard for women manager's pay. (In Business week, Nov. 28, 1977, no.2511, p.61)
This article reports the results of a Business week survey that asked if women managers still earn less than men. The findings were: on the average, women executives are paid 20 o/o less than men in comparable jobs. A discussion of the reasons why follows.

Ekberg-Jordan, Sandra. The woman manager: opportunities and obstacles. (In AAUW [American Association of University Women] journal, Apr. 1976, v.69, p.9-12)

Female executives become a target for ads. (In Business week, Aug. 22, 1977, no.2497, p.66)
More and more companies are beginning to slant their advertisments toward female executives indicating that they have become large enough in number to be treated as a distinct "marketing segment."

General--Articles--Continued

Ferrari, Sergio. Italian woman executive. (In Management international review, 1977, v.17, no.1, p.13-21)
"In the future there are bound to be more women in management in Italy. Primarily, the trend toward professionalism in management is present in Italy as everywhere else, and it will favor women. ..."--INFORM abstract.

Flanagan, W. Employers are insisting on women managers and supervisors. (In Vogue, Mar. 1977, v.167, p.222)

Forigonne, G.A. and C.C. Nwacukwu. Acceptance of authority in female-managed organizational positions. (In University of Michigan business review, May 1977, v.29, p.23-28)
"This study seeks answers to such questions as: what influences acceptance of authority, are there differences in male and female manager aspirations and turnover rates, what role demographic factors play in the acceptance of authority, etc."--Personnel management abstracts, Fall 1976, p.9.

Garland, H. and K.H. Price. Attitudes toward women in management and attributions for their success and failure in a managerial position. (In Journal of applied psychology, 1977, v.62, no.1, p.29-33)
"Male subjects read descriptions of a successful or unsuccessful female manager and then made causal attributions for her success or failure...As predicted, attitudes toward women in management were unaffected by the success/failure descriptions; in the success condition however, causal attributions were strongly related to subject's attitudes toward women in management. ..."--p.29.

Gell, Marilyn. Five women. (In Library journal, Nov. 1, 1975, v.100, p.1977-1983)
"Biographical sketches of and comments from five women who have reached the top in the library field: Clara Jones, Barbara Ringer, Lillian Bradshaw, Sherrie Bergman, and Margaret Chisholm."--ERIC abstract. (EJ124651)

Hennig, Margaret and Anne Jardim. Superwoman. (In Across the board, July 1977, v.14, p.27-33)
Describes formative influences in the childhood of twenty-five women executives whose lives and careers are studied in "The Managerial Woman" by the same authors.

How career women can make the most of today's opportunities. (In U.S. news & world report, Sept. 27, 1976, v.81, p.79-82)
"Women increasingly have their eye on the top business jobs. With what prospects? What problems do they face at work--and at home? In an interview with this magazine, an expert (Dr. Barrie Stanford Greiff) provides answers and offers counsel."

How men adjust to a female boss. (In Business week, Sept. 5, 1977, no.2499, p.90+)
As more and more women are moving into top management positions, more men are beginning to admit that a woman can be as good a boss as a man. Of course not all men feel that way: various points of view are explored in this article.

General--Articles--Continued

Jackson, R.J. Black women in administration (from the point of view of a black man). (In Crisis, Dec. 1976, v.83, no.353?)

Jensen, Beverly. Black and female too: career women find that the road to the top may be paved with racism, sexism, and sometimes both. (In Black enterprise, July 1976, v.6, p.26-29)

Jewell, Donald O. and Carolyn R. Pollard. Women on the executive ladder. (In Atlanta economic review, Nov./Dec. 1976, v.26, p.50-54)
A verbatum interview with Anne B. Skae, national branch manager of health care, education, and government for Honeywell Information Systems, Inc. Her education and background philosophies and personal goals, success and handicaps are all discussed at length.

Koff, Lois A. and Joseph H. Handlen. Women in management: keys to success or failure. (In Personnel administrator, Apr. 1975, v.20, p.24-28)
"The information contained in this article is a brief synopsis of a six-year study into the factors causing success or failure of women in supervisory and management positions. A total of 1,775 women, ranging in age from 20 to 55 and employed in various business and industrial organizations throughout the United States, were interviewed."--Personnel management abstracts, Fall 1975, p.6.

Meyer, P. Women executives are different. (In Dun's review, Jan. 1975, v.105, p.46-48)
Advises companies who are in search of top female executives, to revise their compensation packages to meet the needs of women; for "women's needs are different from men."

Milner, John B. Motivation to manage among women: studies of business managers and educational administrators. (In Journal of vocational behavior, Oct. 1974, v.5, p.197-208)
"Conducted studies in a department store and in four school districts to determine if managerial motivation is related to management success indexes and whether female managers have less managerial motivation than males. ..."--Psychological abstracts.

Miner, John . Motivational potential for upgrading among minority and female managers. (In Journal of applied psychology, Dec. 1977, v.62, p.691-697)

New breed of studio executives talk about power. (In Ms. magazine, Dec. 1977, v.6, p.53)

Osborn, R.N. and W.M. Vicars. Sex stereotypes: an artifact in leader behavior and subordinate satisfaction analysis? (In Academy of management journal, Sept. 1976, v.19, p.439-449)
Reviews a study which investigates whether or not female managers behave differently toward subordinates than male managers and if female managers have a different effect on their subordinates than male managers.

Peters, Lawrence [and others] Women as managers scale (WAMS): a measure of attitudes toward women in management positions. (In Catalog of selected documents in psychology, Winter 1974. v.4. p.27)

General--Articles--Continued

Porebin, L.C. When men have women bosses. (In Ladies home journal, May 1977, v.94, p.24+)

Price, Barbara R. A study of leadership strength of female police executives. (In Journal of police science and administration, June 1974, v.2, p.219-226)
"...It is concluded that women police executives showed more leadership potential than their male counterparts. ..."--Psychological abstracts.

Priestland, Sue. How salaries compare for men and women. (In Association management, Mar. 1977, v.29, p.32-34)
"American Society of Association Executives' latest salary and compensation survey could be the fuel for escalating the war between the sexes. In every job category studied, women reported significantly lower salaries than their male counterparts. Women are being paid less in associations for essentially the same work as men perform."--Personnel management abstracts, Summer 1977, p.4.

Putnam, Linda and J. Stephen Heinen. Women in management: the fallacy of the trait approach. (In MSU [Michigan State University] business topics, Summer 1976, v.24, p.47-53)
"The trait theory approach, which recommends that female managers exhibit certain traits that are associated with successful male leaders, is a fallacy that should be scrapped in favor of adapting behavior to particular situations. ..."--INFORM abstract.

Reif, William E. [and others] Exploding some myths about women managers. (In California management review, Summer 1975, v.17, p.72-79)
Explores research evidence that disproves myths about women managers that many companies have used to justify the lack of women employees in top management positions.

Renwick, Patricia A. Effects of sex differences on the perception and management of superior subordinate conflict: an exploratory study. (In Organizational behavior and human performance, Aug. 1977, v.19, p.403-415)
"This research examined the impact of an employee's sex on the management of subordinate superior conflict and how behavior during such interaction affected perceptions of the constructive use of disagreement and performance on the job. ..."--INFORM abstract.

Rosen, Benson and Thomas H. Jerdee. On the job sex bias: increasing managerial awareness. (In Personnel administrator, Jan. 1977, v.22, p.15-18)
"Use of an experimental learning approach in which participants learn from data generated in exercises, cases, and role-playing has a lasting impact when participants return to their jobs."--ERIC abstract. (EJ153606)

Rosenberg, D. The invisible manager. (In SAM advanced management journal, Spring 1977, v.42, p.51-62)
"The author looks at the invisibility problem that confronts rookie managers, women, and minorities, then suggests some tactics that these individuals can successfully employ to make themselves more visible."

General--Articles--Continued

Rosenthal, B. Headhunters: women's division [Management Woman]. (In Across the board, Aug. 1977, v.14, p.19-23)
Describes Management Woman, an exclusive executive search firm for women, owned and operated by women.

Ross-Skinner, Jean. European women: heading for the executive suite. (In Dun's review, Oct. 1976, v.108, p.80-82)
Discusses the slow pace at which European women are entering management, the reasons why, and cites success stories.

Schrank, R. Two women, three men on a raft. (In Harvard business review, May 1977, v.55, p.100-108)
"This is one participant's story of how Raft No.4 (one of five rafts participating in an Outward Bound trip down the Rogue River and the only raft of the five with females aboard) fared on the Rogue and what the experience taught him about the relationships between men and women at work."

Schwartz, E.B. and R.A. Mackenzie. Time-management strategy for women. (In Management review, Sept. 1977, v.66, p.19-25)
Advises female managers who run both a home and a career how to become a better manager of her time both on and off the job.

Shapiro, Ruth. Should you work for a woman? stereotyped female boss. (In Harper's bazaar, Aug. 1977, v.110, p.85+)

Shatto, Gloria. Women in management. (In AAUW [American Association of University Women] journal, Apr. 1975, v.68, p.21-23)

Smith, L. What's it like for women executives? (In Dun's review, Dec. 1975, v.106, p.58-61)
Explores some of the major problems experienced by several top women executives, especially those concerning male counterparts and male and female subordinates.

Staszak, James F. and Nicholas J. Mathys. Women in management: no room in the middle? (In Supervisory management, Mar. 1975, v.20, p.10-13)
Discusses the arguments used to rationalize the "meager number" of women in middle and top management positions. Proceeds to make manpower implications as a result.

Stead, Bette Ann. Women in management; address, May 15, 1975. (In Vital speeches, July 15, 1975, v.41, p.589-591)
Bette Ann Stead speaks "specifically in terms of how women can be utilized to their fullest potential and be accepted on an equal basis."

General--Articles--Continued

Stratton, Debra. Women in association management: how some make it to the top. (In Association management, Mar. 1977, v.29, p.26-31)
"More difficult to fight than discrimination in pay is the psychological stereotyping of women by men. Eleven female executives offer advice from their observations and experience." --Personnel management abstracts, Summer 1977, p.10.

Stress has no gender. (In Business week, Nov. 15, 1976, no.2458, p.73+)
"As more women become executives, the more they are victims of heart disease, ulcers, and other ills traditionally associated with male executives. Their health profiles become more like those of male business achievers and less like those of other women."

Terborg, James R. Integration of women into management positions: a research review. Washington, 1976. 31 p.
Paper presented at the annual meeting of the American Psychological Association, Washington, D.C., Sept. 3-7, 1976.
"This paper reviews the literature on the psychological and social processes involved in the integration of women into management positions. The author concentrates on two areas. First is the entry of women into management...and second, the socialization and development of women managers once they have gained entry..."--ERIC abstract. (ED132708)

Terborg, James R. [and others] Organizational and personal correlates of attitudes toward women as managers. (In Academy of management journal, Mar. 1977, v.20, p.89-100)
"This study discusses the validation of a scale designed to measure attitudes toward women as managers using a cross-section sample of 180 male and 100 female employees. The relationship of personal data (e.g., age, sex) and organizational data (e.g., salary, months since last promotion) to stereotypes is also examined."

Up the ladder finally. (In Business week, Nov. 24, 1975, no.2408, p.58-68)
"Women are rising faster up the corporate ladder now due to legislation prohibiting sex discrimination, and a change in prejudicial social attitudes against women. Women now constitute 15 percent of entry management, five percent of middle-management, and one percent of top-management. ..."--INFORM abstract.

When mothers are also managers. (In Business week, Apr. 18, 1977, no.2479, p.155-156+)
This article discusses the problems experienced by mothers who are also managers at home and at the office, including the child care dilemma, irregular work hours, sacrifices that must be made on both ends, and corporate aid.

Women as managers [editorial]. (In Telephony, June 13, 1977, v.19, p.25)

General--Information Bank Abstracts

References from the Information Bank

The following references were taken from the Information Bank, a computerized search service based on articles from the New York Times and other newspapers and some general magazines. The references are arranged by dats. In most cases the annotations below have been condensed from the original abstracts in the Information Bank. Full abstracts can be seen in the library. Also, the full texts of articles from the New York Times and the Wall Street Journal are available on microfilm.

New York times, Feb. 5, 1975, p.23, col.5.
"Women in mgt in Westchester County, NY, surveyed by Marymount Coll, Tarrytown, NY, on their attitudes and promotion chances; ..."

Women's wear daily, Sept. 10, 1975, p.80, col.1.
"63 o/o of women execs polled by Sandra Brown, publisher of newsletter, Exec Woman, believe they would be making more money if they were men; 78 o/o concede less discrimination exists today than 5 yrs ago."

Journal of commerce, Aug. 10, 1976, p.1, col.4.
"...Women enter top management circles, trend which was formerly unheard of in Latin Amer; ..."

Los Angeles times, Feb. 6, 1977, sect.2, p.1, col.1.
"Special section on changing employment roles for women cites several cases in which women overcame problems of discrimination, education, and family opposition to become doctors, steel workers, insurance execs, and college administrators; ..."

Christian Science monitor, Apr. 7, 1977, p.2, col.1.
"Atlas Van Lines Co repts women execs are becoming increasingly mobile; repts 60,000 women execs, or 5.6 o/o of all women who moved, relocated in '76, compared to 50,000 or 4.4 o/o, in '75."

Wall Street journal, Apr. 26, 1977, p.1, col.1.
"3d in series of articles examining role of middle managers discusses rising number of management women; ... woman middle manager remains relative newcomer who is often viewed with mixture of sexist attitudes and cautious acceptance; ..."

New York times, June 28, 1977, p.36, col.1.
"Margaret Hennig and Anne Jardim int on their book, The Managerial Woman, based on insights gained in interviewing and training 3,000 female and 1,000 male execs; Hennig and Jardim illus."

New York times, Sept. 9, 1977, p.26, col.4.
"Heidrick and Struggles study finds that women execs with salaries of $40,000 or more work avg of 57 hours per week; women who earn between $20,000 and $39,000 spend 48 hours per week at work..."

General--Information Bank Abstracts--Continued

New York times, Oct. 9, 1977, p.82, col.3.
"Georgia Dullea article on how women execs should dress; views of Michael Korda and John Malloy cited; cartoon."

Wall Street journal, Nov. 18, 1977, p.1, col.6.
"Working couples reptdly are finding increasing chance of real or potential conflicts of interest, particularly if working for competitors; conflicts typically surface between husband and wife when both are working at exec or professional levels..."

omen Managers--Development, Training, and Recruitment

Alpander, Guvenc G. and Jean E. Gutmann. Contents and techniques of management development programs for women. (In Personnel journal, Feb. 1976, v.55, p.76-79)
"A comparison of the training and development needs of male and female executives and discussion based upon these findings set forth."--Personnel management abstracts, Summer 1976, p.4.

Arvis, Paul F. Factors affecting the recruitment and advancement of women to managerial positions in federal agencies. Washington, 1973. 158 p.
Thesis - American University.
Abstracted in Dissertation abstracts international, Dec. 1973, v.34, no.6, p.3511A.
This study examines "(1) the present status of women in federal management positions, (2) the policies and programs for their advancement, (3) the opinions and attitudes of selected male federal managers about the policies and programs as well as about women's opportunities and suitabilities for managerial advancements, and (4) the patterns of these opinions and attitudes..."

Banfield, Emiko E.C. Women in middle-management positions: characteristics, training, leadership style, limitations, rewards and problems. San Diego, Calif., 1976. 158 p.
Thesis - United States International University.
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Barbee, Margaret S. Skill assessment and training for women managers. Fort Collins, Colo., 1976. 245 p.
Thesis - Colorado State University.
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Baron, Alma S. Special training for women: desirable or not? (In Training and development journal, Dec. 1976, v.30, p.30-33)
"Explores the question, should women entering management positions continue to be trained in courses especially designed for women?"

Development, Training, Recruitment--Continued

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"Both management and women workers are asking for re-examination of traditional training and development practices. An androgynous approach, based on the existing model that has worked well for men, should be expanded to include women, with similarities, rather than differences in abilities recognized." Such a model is presented in this article.

Buzenberg, Mildred A. Training and development of women executives--a model. (In Collegiate news and views, Fall 1975, v.29, p.19-22)
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Cox, Lenore. Women--their access to managerial status. (In Work and people, Winter 1976, v.2, p.22-27)
"From the evidence available, it appears that, compared with men, many women lack the qualifications, the confidence, and the experience for management positions. Discrimination probably compounds the problem."--Personnel management abstracts, Winter 1976, p.6.

Glover, Robert W. Placing minority women in professional jobs. Washington, for sale by the Supt. of Docs., U.S. Govt. Print. Off., 1978. 75 p. (U.S. Dept. of Labor. Employment and Training Administration. R&D monograph 55)
Another edition of the report listed below.

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Prepared under contract no.DL 20-36-75-15-1 and 2, with the Manpower Administration, U.S. Dept. of Labor.
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Hennig, Margaret M. Career development for women executives. Cambridge, Mass., 1971.
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"It is a fact in the U.K. that the progress of women achieving acceptance has been the slowest in management of industry and commerce. ... This study looks at the differing 'cultures' of organizations. ... Within this structure, the appropriateness is evaluated not of men and women, but of male and female traits. ..."--INFORM abstract.

Levi, Maurice D. Stimulating recruitment of female managers. (In Industrial relations [Quebec] 1976, v.31, p.72-82)
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Development, Training, Recruitment--Continued

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"The results obtained indicate that the same type of life experiences are predictive of subsequent managerial success for college-educated women and men."--p.363.

Robinson, Joseph A. Women managers: aids and barriers in their career paths, performance and advancement. Berkeley, Calif., 1974. 213 p.
Thesis - University of California, Berkeley.
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"The slow progress of women toward top management positions in their companies is only in part a matter of discrimination against them. Another major factor is that the women's movement is new enough that women executives lack 'appropriate managerial experience' and have not been working long enough 'to develop the skills for senior level posts.' ..."--INFORM abstract.

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"Interviews with 100 women in the Los Angeles area holding management positions identified ten necessary characteristics for women to succeed in management..."

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"Mgt consultant, DeAnne Rosenberg, put on problems of women execs; ... gives advice to women on how to advance in mgt."

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"Article in series on problems of women execs; Samuel Feinberg notes that, despite Fed laws, women are slow to advance to top corp positions; discusses new book, Ambitious Woman's Guide to Successful Career by Margaret V. Higginson and Thomas L. Quick..."

Women in Business

General

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"Women have been accepted into the accounting profession, however very few advance to partnership or management positions. ..."--INFORM abstract.

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Thesis - University of Toledo.
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Brief, A.P. and R.L. Oliver. Male-female differences in work attitudes among retail sales managers. (In Journal of applied psychology, 1976, v.61, no.4, p.526-528)

Bringing women into computing management. (In EDP analyzer, Aug. 1976, v.14, p.1-14)

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"Dow Chemical's European division is successfully implementing its general corporate policy of providing equal career opportunities to women, as evidenced by its recent seven percent increase of female managers. ..."--INFORM abstract.

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Women in Business--General--Continued

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Discusses women's status as managers, [illegible] competence as managers and their behavior as managers. Lists do's and don'ts for both male and female executives.

Huenergard, C. Women as newspaper managers: outnumbered, underpaid, and overlooked. (In Editor and publisher, June 18, 1977, v.110, p.18)
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Lilly, M.W. Women in food service management. (In Food service marketing, Aug. 1976, v.38, p.8+)

Women in Business--General--Continued

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Much, M. Women cope with being on the road. (In Industry week, Aug. 1, 1977, v.194, p.38-42)
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"Author's personal account of her experiences in being promoted from an engineer with limited management responsibilities to vice president of a large company in New York..."--ERIC abstract (EJ158306)

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Roberts, Kathryn. Women risk managers; we try harder. (In Business insurance, Apr. 18, 1977, v.11, p.11+)
Risk management is not a paragon of equal opportunity, but it appears there is a growing number of women in the field. Their pass key to the managers' suite is superior performance, and their lease is knowing how to cope with lingering suggestions of sexism. ..."--INFORM abstract.

Women in Business--General--Continued

Self evaluation is key to career planning, Hyde says. (In Marketing news, Feb. 25, 1977, v.10, p.5)
"Ann Hyde, president of Management Woman Inc. believes the look of corporations is going to change drastically. No longer will the management be considered the bastion of maleness and supremacy. Companies will, over time, tend to develop a much more balanced profile of men and women. ..."--INFORM abstract.

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"...Many women employed by word processing manufacturers have succeeded in attaining positions normally considered male domains, such as marketing management, product planning, and product development and management..."--INFORM abstract.

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Yaeger, Debra Sue. Balancing act [profile of five successful businesswomen] (In MBA [Masters in business administration] Feb. 1977, v.11, p.23-24)
"Descriptions of the domestic and emotional price of success in business for four women executives."--Personnel management abstracts, Summer 1977, p.6.

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Editor and publisher, Feb. 1, 1975, p.32, col.1.
"Robert U Brown addresses NY chapter of Women in Communications, Jan '75; finds 680 women on nation's daily newspapers holding title of chmn, pres, vp, sec, treas, gen mgr, business mgr, credit mgr or purchasing mgr; 475 women listed as ad mgrs or dirs; ..."

Women's wear daily, June 9, 1975, p.4, col.1.
"Women retailing execs on retail environment pertaining to women execs, nationwide; opinions differ on opportunities for women at top levels; pors."

New York times, Aug. 26, 1975, p.20, col.1.
"Article on the increasing number of women in business who face the problem of picking up the check when dining out with male colleagues; cartoon."

New York times, Mar. 24, 1976, p.62, col.2.
"GE chmn Reginald H Jones says more women are qualifying for exec positions and more men want to see them succeed, speech after receiving award from Wharton Business School Club of NY."

Chicago tribune, Aug. 2, 1976, sect.6, p.7, col.1.
"Heidrick and Struggles Inc study finds 93 o/o of outside dirs recently elected to corp bds are white males with advanced degrees in law or business; notes only 5 o/o are women and 2 o/o are from minority races, mostly black; ..."

New York times, Oct. 17, 1976, sect.3, p.3, col.1.
"Article by Julie Salamon on bias against women execs at private clubs and men's clubs where business relationships are made and cemented over lunch or dinner; drawing."

Automotive news, Jan. 24, 1977, p.15, col.1.
"Women's movement in auto indus show significant progress, but percentage of women in indus is still small; ..."

New York times, Feb. 6, 1977, sect.5, p.5, col.4.
"Profile of Sonya Strahl, who is asst to North Amer Soccer League comr Phil Woosnam and one of the few women to achieve high-level front-office position in sports league; ..."

Wall Street journal, Mar. 25, 1977, p.18, col.2.
"Former Calif Life Corp vp Hilda C. Leslie files $2 million class-action suit against Calif Life for alleged sex discrimination; Leslie, hired in '72 as sec and promoted to asst corp sec in '73, claims she was promised title of corp sec and filled that role for over a yr without title and commensurate pay and to detriment to her health; ..."

New York, Apr. 4, 1977, p.47, col.1.
"New York magazine presents premier issue of Savvy magazine, designed for the successful business woman; articles on women in business by Jane Wilson, Susan Edmiston, Ruth Mehrtens Galvin, Susan Klebanoff, Jane Bryant and Chris Welles."

Women in Business--General--Information Bank Abstracts--Continued

Washington post, Apr. 16, 1977, p.13, col.1.
"Frances Lear holds news media gives distorted picture of women's success in business; asserts that Equal Employment Opportunity Comm is so ineffective that indus is able to avoid obligatory hiring of women without fear of retribution; urges news media to focus less on exceptional cases of successful women execs and reveal lower status positions that women are actually forced to take."

New York times, May 1, 1977, sect.3, p.1, col.5.
"Ann Crittenden article on women execs; success of small number in moving into high-level corp jobs seems to have increased male resistance towards female competitors; women holding high-level jobs noted..."

[illegible]go tribune, May 16, 1977, sect.4, p.1, col.2.
"Exec Secretaries, Inc women's group pres Virginia B. Spiotto claims more business opportunities exist for women; states 65 o/o of members are corp execs, officers and dirs; feels next 5 to 10 yrs will be crucial to women's equality fight; seeks orgn name change to reflect positions of women."

Wall Street journal, Aug. 9, 1977, p.1, col.5.
"Heidrick and Struggles Inc poll finds that of the 325 women who are officers of the leading 1,300 US cos, 56 o/o are corp or asst secretaries, while only 25 o/o held vice presidencies or higher posts."

Washington post, Aug. 23, 1977, sect.4, p.7, col.2.
"Profile of Skystream Airlines notes that airline's passenger traffic has doubled and co has become profitable since Pat Pond became co's 1st woman president in '75..."

New York times, Aug. 28, 1977, sect.21, p.1, col.1.
"Barbara Delatiner article on formation of 110 Center for Business and Professional Women by group of LI women execs last June, ... orgn seeks to widen horizons of women execs and to offer forum for exch of views."

Wall Street journal, Sept. 13, 1977, p.1, col.5.
"Increasing number of women professionals accept relocation; cos respond to special problems of career women; Gillette Co has policy of helping employees' spouses find work when they are transferred; ..."

Newsweek, Sept. 26, 1977, p.76.
"Dress for businesswomen and women execs discussed; drawings."

Los Angeles times, Oct. 9, 1977, sect.7, p.1, col.2.
"Associated Building Industry of N Calif Northern Division exec vp Rena Clements profiled; Clements is 1st woman building trade assn dir in Calif; Clements comments on her acceptance into traditionally male field; ..."

Women in Business--General--Information Bank Abstracts--Continued

Los Angeles times, Oct. 9, 1977, sect.6, p.1, col.2.
"Hotels, airlines, and support services are beginning to cater to growing number of women executives; advertising campaigns aimed at businesswomen outlined; special services offered to traveling women described; photos."

New York times, Dec. 7, 1977, p.15, col.2.
"Wall St. brokerage firms and investment banks are becoming more receptive to appointing women to top public relations operations...execs comment..."

New York times, Dec. 17, 1977, p.18, col.1.
"Rept on career opportunities for women in accounting; more women are entering the field, ... women are still scarce in top positions and are seen as not being assertive enough in managerial role; brief profile of top accountant Mary F. Hall presented..."

Women in Banking

Kulczycky, M. Women at the top? (In Savings and loan news, May 1977, v.98, p.58-63)

Kulczycky, M. Women at the top: why so few? (In Savings and loan news, June 1977, v.98, p.68-73)

Matson, Paul L. Bank's criteria could be met only by a tailor made affirmative action program. (In Banking, Nov. 1976, v.68, p.46-47)
"The U.S. National Bank of Portland, Oregon decided that if women and minorities were to be equipped to rise to management positions, they had to have college training of a type directly relevant to careers at U.S. National. Thus the bank has worked with the faculty of the Business School of Portland State University to create an unique program combining business training and a college education. ..."--INFORM abstract.

A path up for women bankers: a program to help middle managers move out of a holding pattern. (In Business week, June 13, 1977, no.2487, p.105)
Describes a unique program for women in banking "who rose through the ranks to a middle-management position, then found further progress blocked by her lack of training." This new program designed by Simmons College in Boston offers a three-year course that will result in bachelor's degrees in management.

Information Bank Abstracts

American banker, Mar. 1, 1976, p.2, col.3.
"...bank employee Lyn Landraitis accuses banks of discriminating against women and blacks; Janet Pavliska, state's only female bank pres, cites statistics showing 230 o/o increase in female bank officers over past 10 yrs."

American banker, Oct. 25, 1976, p.138, col.1.
"Text of Conn Gov Ella T. Grasso's speech to Natl Assn of Bank Women meeting; notes state survey of salaries and promotions of women in 20 largest banks found women fill 87 o/o of clerical positions, 6 o/o of executive positions and are generally paid less than men for similar jobs; ..."

American banker, Jan. 6, 1977, p.1, col.1.
"Fed Reserve Bd announces it will permit interlocking directorates between member banks and minorities or women's banks to help them gain mgmt and operating expertise; ..."

American banker, Jan. 10, 1977, p.2, col.3.
"First Penna Bank and Trust Co reports it is surveying membership policies of 25 private Philadelpia clubs to check for discrimination against women, blacks, Spanish-speaking and Jewish executives..."

American banker, Oct. 4, 1977, p.4, col.2.
"...text of Fidelity Bank, Phila., dir of personnel Jennifer Macleod testimony before the economic stabilization subcommittee of Joint Economic Com of Cong; Macleod asserts that banks are making slow progress in moving women into higher professional and managerial positions..."

Women on Boards of Directors

Big jump in the ranks of female directors. (In Business week, Jan. 10, 1977, no.2469, p.49-50)
Juanita Kreps, Secretary of Commerce; Patricia Harris, Sect. of Housing and Urban Development and others are interviewed.

More women elected to board of directors. (In Industry week, May 19, 1975, v.185, p.19-20)
Notes increase in the number of female board directors and explores the reasons why the increase came about.

Orr, L.H. Out of the typing pool and onto the board: a list of women directors. (In Business and society review, Summer 1977, p.27-33)
"In the eighteen months since our original listing of women directors (Business and society review, Winter 1975/76) approximately 100 major corporations have added women to their boards."

Vance, Stanley C. Women directors--from bedroom to boardroom... (In Survey of business, May/June 1975, v.10, p.4-7)
"Historically, women have gained director's seats only through their relationship to a company's founder or president; today though their numbers are few and the obstacles are still formidable, women are finding new avenues of ascent up the corporate ladder..."

Who are the women in the board room? (In Business and society review, Winter 1975/76, p.5-10)
Gives a comprehensive list of women board members active at time of publication.

Willix, Dorotha R. There's a lady in the board room. (In Manage, Sept./Oct. 1977, v.29, p.20-21)
"What few people approaching the business world realize is that today, executive positions are filled, or ideally should be, with those who have people skills, not technical skills. Here lies one of the most promising opportunities for women. ..."--INFORM abstract.

A woman in the boardroom: an interview with Joan Ganz Cooney. (In Harvard Business review, Jan./Feb. 1978, v.56, p.77-86)
"Talking about her experiences as a board member, she not only dispels some conventional views about women, but also underlines the fact that a woman does not necessarily have to stop being feminine to be effective in top-level management."

Information Bank Abstracts

Los Angeles times, Dec. 18, 1975, sect.4, p.22, col.1.
"Observers comment on US corp's efforts to add more women to executive board positions; women in industry comment; cos with female directors elected in '75 cited."

Business week, Mar. 1, 1976, p.26, col.3.
"Business & Soc Rev repts that 202 women have directorships in 239 top US corps, with less than 1/3 from corp world; ... list of corp women dirs given..."

Boards of Directors--Information Bank Abstracts--Continued

Washington post, Mar. 21, 1976, sect.6, p.1, col.4.
"Increased number of women on corp bds of dirs attributed pressure on corps to be more responsive to customers, communities and shareholders; female execs comment."

Wall Street journal, Sept. 7, 1976, p.1, col.5.
"Sen Lee Metcalf criticizes General Elec for failing to appoint female dir; GE contends likely candidates often serve on other bds and 'would be in conflict'..."

New York times, Apr. 3, 1977, sect.3, p.15, col.2.
"Selection of women from insts of higher learning as members of traditionally all-male corp bds of dirs seen becoming trend; ..."

Wall Street journal, Nov. 15, 1977, p.1, col.5.
"Burson-Marsteller study finds that women corp dirs have had more diverse career backgrounds than their male counterparts; also finds more cos are naming women to bds and that trend should continue for yrs 'if not decades'."

Women in Education

The following references are a sampling of material on women administrators in the field of education. Additional references can be found in the printed volumes of Resources in Education or in the ERIC electronic data base, among other sources.

Berry, Jane and Richard Kushner. A critical look at the queen bee syndrome. (In Journal of the NAWDAC [National Association of Women Deans and Counselors] Summer 1975, v.38, p.173-176)
"Discusses the popular 'queen bee' stereotype of successful female executives, and concludes that the stereotype is too narrow in focus and fails to take into account complex psychological and experimental variables."--ERIC abstract (EJ-122202)

Bock, Dorothy J. Women in instructional middle management in California community colleges: a study of mobility. Los Angeles, Calif., 1976.
Thesis - University of Southern California.
Abstracted in Dissertation abstracts international, Mar. 1977, v.37, no.9, p.5624A.
The purpose of this study was to examine the characteristics of women in middle-management positions in instruction to determine whether they were qualified for or aspired to top management positions.

Collins, Lorraine. About those few females who scale the heights of school management. (In American school board journal, June 1976, v.163, p.24-27)
"Women administrators characteristically bring a distinctive and valuable background to their positions as high-echelon school district managers because of the comparatively (to men) humble route they take to the top."--ERIC abstract (EJ-139361)

Doughty, Rosie N. Training and hiring of educational administrators: considerations for the black woman. [New York?] 1977. 14 p.
Paper presented at the annual meeting of the American Educational Research Association, New York, April 4-8, 1977.
"...presents baseline data on the black woman administrator and analyzes the environmental, sociological, and psychological factors that relate both positively and negatively to individual success..."--ERIC abstract (ED-136448)

Haines, John and Sherry Penny, eds. Women and management in higher education. Albany, N.Y., 1977. 136 p.
Papers presented at a conference on Women and Management of Post-Secondary Education, sponsored by the Office of Higher Education Management Services, New York State Education Dept. and the State University of New York, Dec. 1973.

Matthews, Mildred. The life and times of a woman administrator. (In American vocational journal, Sept. 1975, v.50, p.36-37)
"The author describes her two experiences as acting director of vocational education in Alaska and gives some pointers on how to survive as a female intruder in the male world of deans and directors."--ERIC abstract (EJ-123740)

Women in Education--Continued

National Council of Administrative Women in Education. Wanted--more women: where are the women superintendents? Arlington, Va., 1972. 24 p. LB2837.N372
An update of 1965 "Wanted, more women in educational leadership."
"The absence of women in decision-making in public schools is highlighted with examples, and added are the most recent Federal laws and interpretations which require equal treatment of women in administrative positions..."--Forward.

Nixon, Mary and L.R. Gue. Women administrators and women teachers: a comparative study. (In Alberta journal of educational research, Sept. 1975, v.21, p.196-206)
"...Administrators were more satisfied with their professional role than teachers. The majority of all ss indicated that opportunities for advancement within the profession are not equal for both sexes."--Psychological abstracts.

Schmuck, Patricia A. Sex differentiation in public school administration. Arlington, Va., National Council of Administrative Women in Education, 1975. 119 p. LB2832.S34
Study of how and why the "patterns of sex differentiated roles exist and how they can be modified to ensure the best use of human resources."

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